DOCUMENT RESUME

ED 028 325

AC 003 408

By-Babcock, Elaine P.

Training and Development Announcement; A Comprehensive Review of the Department of the Army Management Intern Program, August 1968.

Department of Army, Washington, D.C. Staff Civilian Personnel Div.
Pub Date 69
Note-10p.
EDRS Price MF-$0.25 HC-$0.60
Descriptors-*Armed Forces, College Majors, Degrees (Titles), Females, *Government Employees, Graduate Study, *Internship Programs, Job Tenure, *Management Education, Recruitment, Statistical Data, Universities, Work Experience

A comprehensive review of the Department of the Army Management Intern Program, August, 1968, presents details about the aims of the program, the recruitment procedure, the characteristics (including qualification) of the participants, and the achievement and rate of promotion of these individuals who are being trained for civilian careers in the army. A comparison is made between the achievement of participants who have had graduate training and those who have not and the facts are supported by statistics. Also statistically presented is the ability of the program to retain those who are trained and the degree to which women are included among those trained. Appendix one lists the college majors of army management interns and appendix two the universities issuing degrees to them. (For information about the program in 1962-66 see AC 003 409). (nl)

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

ED028322

TRAINING AND DEVELOPMENT ANNOUNCEMENT

A COMPREHENSIVE REVIEW OF THE DEPARTMENT OF THE ARMY MANAGEMENT INTERN PROGRAM

AUGUST 1968

Prepared by: Mrs. ELAINE P. BABCOCK
MANAGEMENT INTERN FY 69
Under the guidance of: Mr. SPENCER LOGAN
Coordinator, Army Management Intern Program

AC 03408

STAFF CIVILIAN PERSONNEL DIVISION
Office of the Chief of Staff
DEPARTMENT OF THE ARMY

STUDY OF DEPARTMENT OF ARMY
MANAGEMENT INTERN PROGRAM FY 69

The Army's Management Intern Program is designed to develop potential managers for civilian careers within the Army. Individuals selected have successfully completed a series of written tests which measure verbal, abstract and quantitative reasoning, knowledge of public affairs, and ability to analyze administrative problems. Inquiries have been made about their personal and intellectual integrity, emotional stability and social adjustment, leadership, mental ability, initiative, oral and writing ability, ability to make contacts easily and to negotiate successfully, and their potential for becoming good public administrators at a high level. An oral and panel interview has evaluated each Intern's bearing, manner, oral expression, problem-solving ability, adaptability, leadership, motivation, and maturity.

Interns are also highly qualified by either scholastic achievements or previous work experience. The Interns are quite varied in their backgrounds, and from this diversity comes much of the strength of the Army's program. The 198 Interns since Fiscal Year 1960 hold 199 bachelor's degrees in 37 academic subjects, 51 master's degrees in 20 fields, and 6 higher degrees. Appendix I lists the degrees and degree-granting institutions represented by Interns, and Chart I and Appendix II indicate the distribution of college majors. Nine Interns do not hold academic degrees but are otherwise highly suited for the program.

CHART I: DISTRIBUTION OF COLLEGE MAJORS

Subject Areas	Undergrad.	Grad.	Doctoral
Poli. Sci.,Publ. Adm., Govt., Law	49	22	4
Int'l Rel., Int'l Affairs	10	3	
Business, Economics	41	10	1
Languages, Journalism	15	2	
Other Liberal Arts	64	11	1
Sciences, Math	13		
Misc: Engineering, Theology, Agriculture, Naval Sci., Nursing	7	3	
TOTALS	199	51	6

Of the 198 Interns from Fiscal Year 1960 through 1969, 131 (66.2%) are still closely connected with Department of the Army. Of these, 112 (56.6%) are at this time employed in 15 Army headquarters and 11 field installations, working in 26 kinds of functional assignments; 4 (2.02%) are now in military service; and 15 (7.6%) are employed in other areas of DOD. Ten of this last group moved upward into higher-level positions within DOD at the time of the Department of the Army reorganization in 1962. This line of movement is in harmony with promotional opportunities within the DOD complex. Thirty-two (16.2%) are working in other areas of Federal Service, while 30 (15.2%) are no longer associated with the Federal Government. Appendix III shows the present locations of Interns within Army, and Appendix IV lists the various types of work being done.

Thirty-four (17.2%) of the Interns are women. Of these, 65% are still employed within DOD; this is the same percentage as that of the total Intern group. Although the Army's Intern program was begun in FY 60, the first female Intern was not hired until FY 63. Total equality in hiring was achieved in FY 68: 12 of that class of 25 Interns are women. However, FY 69 saw a regression: only 4 of the present class of 25 are women. Chart II indicates their rate of advancement and current employers.

Care has also been taken to achieve a wide variety in the entry ages of Interns. It is believed that demonstrated management potential - the ability to acquire managerial skills - is not limited to youth. It is further believed that the program is enriched by the wide experience and worldly knowledge posessed by older Interns. Consequently, twelve Interns have been hired who were past the age of 40, and an additional 36 Interns were over 30 years of age. Chart III below, lists the Interns by entry age, and Chart IV shows the distribution of Interns by entry grades; an indication of the experience posessed by the entering Intern.

CHART II: WOMEN INTERNS

FY	ENTRY GRADE	GS-9 ENTRY: GRADUATE SCHOOL or WORK EXPERIENCE	PRESENT GRADE	PRESENT EMPLOYER	(DOD) RETENTION	% OF INTERNS	TOTAL
60							0
61							0
62							0
63	GS-7	--	--	Left FS	0	6%	1
64	GS 9	Work Experience	GS 14	other FS			
	GS 7	--	GS 12	other FS			
	GS 7	--	GS 13	other FS	20%	29%	5
	GS 7	--	GS 12	DOD			
	GS 7	--	--	Left FS			
65	GS 9	--	GS 12	Army			
	GS 7	--	GS 11	DOD			
	GS 7	--	GS 11	Army	75%	17%	5
	GS 7	--	--	Left FS			
66	GS 9	Graduate School	GS 11	Army			
	GS 7	--	GS 9	Army			
	GS 7	--	GS 11	Army	66%	29%	6
	GS 7	--	GS 9	Army			
	GS 7	--	--	Left FS			
	GS 7	--	--	Left FS			3
68	GS 9	Both	GS 11	Army			
	GS 9	Graduate School	GS 11	Army			
	GS 9	Graduate School	--	Left FS			
	GS 9	Work Experience	GS 11	Army			
	GS 9	Work Experience	GS 9	Army			
	GS 9	Work Experience	GS 9	Army	94%	48%	12
	GS 7	--	GS 9	Army			
	GS 7	--	GS 9	Army			
	GS 7	--	GS 9	Army			
	GS 7	--	GS 7	Army			
	GS 7	--	GS 7	Army			
	GS 7	--	GS 7	Army			
69	GS 9	Work Experience	GS 9	Army			
	GS 9	Work Experience	GS 9	Army			
	GS 7	--	GS 7	Army	100%	16%	4
	GS 7	--	GS 7	Army			
TOTAL					65%	17%	34

CHART III DISTRIBUTION OF INTERNS BY ENTRY AGE GROUP

Fiscal Year	21-25	26-20	31-40	40+	All Ages	Average Age
1960	2	6	3	0	11	28.3 years
1961	3	6	2	0	11	27.9
1962	10	8	6	0	24	26.7
1963	6	6	4	2	18	29.0
1964	6	6	3	2	17	28.3
1965	10	8	5	1	24	27.5
1966	9	8	3	2	22	27.4
1967	10	3	5	3	21	28.3
1968	14	8	3	0	25	26.0
1969	16	5	2	2	25	27.0
TOTALS:	86	64	36	12	198	27.0

CHART IV: ENTRY CLASSIFICATION OF INTERNS

Fiscal Year	GS-9 (Grad. Study)	GS-9 (Work Experience)	GS-7	No. of Interns
1960	4	5	2	11
1961	6	1	4	11
1962	8	8	8	24
1963	6	8	4	18
1964	5	4	8	17
1965	6	12	6	24
1966	3	8	11	22
1967	5	8	8	21
1968	8	8	9	25
1969	9	8	8	25
TOTALS	60	70	68	198

The Interns have proved that expectations for them were justified. If higher GS grades serve as an indication of individual merit, the rapidity with which these grades are being achieved demonstrates their abilities. Chart VI shows individual performance by entry year and present area of Federal Service, Chart V below, diagrams the advancement of Interns by grade at entry, and it reveals a rather interesting fact: Interns entering at GS-9 because of work experience have surpassed the achievements of Interns entering at that grade with advanced academic degrees, while less than half of the Interns entering at GS-7 have reached GS-12 or above.

CHART V: INTERN ACHIEVEMENT COMPARED TO ENTRY GRADE

Present Grade	Entry Grade		
	GS-9 (Degree)*	GS-9 (Work Experience)*	GS-7**
GS 15	5 (11.6%)	5 (9.3%)	1 (2.3%)
GS 14	2 (4.7%)	11 (20.4%)	5 (11.6%)
GS 13	8 (18.6%)	13 (24.0%)	5 (11.6%)
GS 12	7 (16.3%)	13 (24.0%)	12 (27.9%)
TOTAL:	22 (51.2%)	42 (77.8%)	23 (53.5%)

* Percentages based on number of Interns entering between Fiscal Years 1960-1967

** Figures based on number of Interns entering between Fiscal Years 1960-1966, since entry at GS-7 requires these Interns to spend an additional year to attain the higher grade.

CHART VI: DISTRIBUTION OF INTERNS BY YEAR, GRADE AND TYPES OF GOVERNMENT SERVICE

	FY60	FY61	FY62	FY63	FY64	FY65	FY66	FY67	FY68	FY69	SUBTOTALS	SUBTOTALS	TOTALS
ARMY HQ	GS14 1	GS15 1 GS14 1	GS15 1 GS14 3	GS13 1 GS12 1 GS11 1	GS13 2 GS12 2	GS13 6 GS12 3 GS11 1	GS13 1 GS12 6 GS11 4	GS13 2 GS12 3 GS11 5 GS 9 2	GS12 1 GS11 8 GS9 6 GS 7 2	GS9 17 GS7 8	GS15 2 GS14 5 GS13 12 GS12 15 GS11 19	GS9 25 GS7 10	88
OTHER ARMY	GS15 1 GS11 2	GS12 1	GS13 3 GS11 1	GS13 2 GS12 1	GS12 1	GS13 1 GS12 3	GS11 4		GS11 4 GS10 1 GS 9 1 GS 7 1		GS15 1 GS13 6 GS12 6 GS11 11 GS10 1	GS9 1 GS7 1	27
MILITARY SERVICE#		2						2				4	4
COMBINED DOD	GS15 2	GS15 1 GS13 1	GS14 2 GS13 2		GS13 1 GS12 3	GS11 1	GS12 1 GS11 1				GS15 3 GS14 2 GS13 4 GS12 4	GS11 2	15
OTHER FEDERAL SERVICE	GS15 2 GS13 1	GS14 2	GS15 2 GS14 3 GS13 3 GS12 1	GS15 1 GS14 4 GS12 1	GS14 2 GS13 1 GS12 2	GS12 2 GS11 1	GS11 1 GS 9 1	GS11 2			GS15 5 GS14 11 GS13 5 GS12 6 GS11 4	GS 9 1	32
OUTSIDE GS CLASSIFICATION	* 1			1		2	1					5	5
LEFT FEDERAL SERVICE	1	3	3	5	4	5	3	5	1			30	30
TOTALS BY GRADE	GS15 5 GS14 1 GS13 1 GS11 2	GS15 2 GS14 3 GS13 1 GS12 1	GS15 3 GS14 8 GS13 8 GS12 1 GS11 1	GS15 1 GS14 4 GS13 3 GS12 3 GS11 1	GS14 2 GS13 4 GS12 8	GS13 7 GS12 8 GS11 3	GS13 1 GS12 6 GS11 10 GS 9 1	GS13 2 GS12 3 GS11 7 GS9 2	GS12 1 GS11 12 GS9 7 GS 7 3 GS10 1	GS9 17 GS7 8	GS15 11 GS14 18 GS13 27 GS12 31 GS11 36	GS10 1 GS9 27 GS7 11 * 5 # 4 Left 30	201
TOTAL NUMBER OF INTERNS	11	12	24	18	18	25	22	21	25	25			201+

+ Includes Interns from other agencies now working for Army. Total: 3.

APPENDIX I: COLLEGE MAJORS OF ARMY MANAGEMENT INTERNS

	Bachelors	Masters	Doctorates
Liberal Arts			
Liberal Arts	5	1	
Linguistics	1		
Geography	1		
Humanities	1		
English	12	1	
French	2		
Journalism	1	1	
Social Studies	7	1	
History	31	5	1
Russian Studies	1		
Latin American Studies	1	1	
Middle Eastern Studies		1	
Political Science	37	7	
Public Administration		3	
Government	11	4	
Law		9	4
International Relations	5	1	
International Affairs	5	2	
Sociology	6		
Psychology	2		
Philosophy	2		
Education	6	3	
Mathematics	4		
Economics	18	1	
SUBTOTAL	159	41	5
Business			
Industrial Psychology	1		
General Business	2		
Business Administration	11	3	1
Management	2		
Personnel Management Administration	1	1	
Marketing	1	1	
Finance		2	
Accounting	5		
Commercial Law	1		
SUBTOTAL	24	7	1
Sciences			
Physical Sciences	4		
Biological Sciences	5		
SUBTOTAL	9	0	0
Engineering			
SUBTOTAL	2	1	0
Miscellaneous			
Theology	2	2	
Agriculture	1		
Naval Science	1		
Nursing	1		
SUBTOTAL	5	2	0
GRAND TOTAL	199	51	6

APPENDIX II
UNIVERSITIES ISSUING DEGREES TO ARMY MANAGEMENT INTERNS

Allegheny College: B.A. 1
American University: B.A. 1
B.S. 1; M.A. 1
American Univ. of Beirut: M.A. 1
Arizona, Univ. of: B.A. 1
Beloit College: B.A. 1
Boston College: B.S. 1
Boston Univ.: B.A. 1
Brigham Young University: B.A. 1
Brooklyn College: B.A. 2
M.A. 1
Brooklyn Law School: LL.B. 1
Brown University: B.A. 1
Buffalo, Univ. of: B.A. 1; B.S. 1
California, University of
Los Angeles: B.A. 1
Berkeley: B.A. 1
Riverside: B.A. 1
Santa Barbara: B.S. 1
San Francisco: LL.B. 1
Canisius College: B.A. 1
Catholic University: M.A. 1
Central College: B.A. 1
Chicago, Univ. of: B.A. 3; M.A. 2
Cincinnati: B.A. 1; M.B.A. 1
Clemson College: B.S. 1
Colgate: B.A. 1
Colorado State University: B.A. 1
Colorado, Univ. of: B.A. 1
Columbia University: B.A. 3; M.A. 1
Connecticut, Univ. of: M.A. 1
Cornell Univ.: B.A. 1; B.S. 2
Dayton, Univ. of: B.S. 1
Denver, Univ. of: B.A. 1
Doane College: B.A. 1
Eastern Illinois Univ.: B.S. 1;
M.A. 1
Fairfield University: B.A. 1
Fairleigh Dickinson: B.A. 1
Fenn College: B.B.A. 1
Florida State University: B.A. 3
Florida, University of: M.A. 2
M.S. 1
Fordham University: B.S. 1
Frostburg State College: B.S. 1
Furman University: B.A. 1
Geneva College: B.S. 1
Georgetown University : B.A. 1;
B.S. 2; J.D. 1
George Washington University: M.A. 1
M.P.A. 1
Goucher College: B.A. 1
Grinnell College: B.A. 2
Harvard University: B.A. 4; M.A. 1;
M.B.A. 1
Howard University: B.S. 1
Hawaii, Univ. of: B.A. 1
Hunter College: B.A. 2
Illinois College: B.A. 1
Illinois, Univ. of: B.A. 1; B.S. 2
M.S. 1; LL.B. 1
Indiana Univ.: B.A. 2; M.A. 1
Iowa, State College of: B.A. 1
Iowa, State Univ. of: J.D. 1
Jersey City State College: B.A. 1
John Carroll Univ.; B.S.S. 1
Kansas State College of Pittsburg
B.S. 1; M.S. 1
Kansas State University: B.S. 1
Kansas Wesleyan University: Ph.D. 1
Kent State University: B.S. 1
La Salle College: B.A. 1
Lebanon Valley College: B.S. 1
Lewis & Clark College: B.S. 1
Manhattanville College Purchase N.Y.: B.A. 1
Marlboro College: B.A. 1
Mary Washington College: B.A. 1
Maryland, Univ. of: B.A. 3
Michigan State College: B.A. 1
Michigan, Univ. of: B.A. 1; B.S.E. 1
B.B.A. 1; M.B.A. 1
Millsaps College: B.A. 1
Minnesota, Univ. of: B.A. 5; M.A. 1;
B.S. 1; M.P.A. 1; LL.B. 1
Missouri, Univ. of: B.S. 1
New Hampshire, Univ. of: B.A. 1
New Mexico, University of: B.S. 1
New Rochelle, College of: B.A. 1
New York, City College of: B.A. 1; B.S. 1
B.A.A. 2
New York Univ.: B.A. 1; B.CHEM. ENG. 1;
M.A. 1; M.B.A. 1
North Carolina, Univ. of: B.A. 1
North Texas State University: B.A. 1
Notre Dame, Univ. of: B.A. 2; M.A. 1
Ohio State University: B.S. 2; M.A. 1
Oklahoma Baptist University: B.A. 2
Oklahoma State University: M.S. 1

Oklahoma, Univ. of: B.A. 3; M.A. 1
Olivet College: B.A. 1
Oregon, University of: B.A. 1;
M.A. 1; B.S. 1
Pennsylvania, University of: M.A. 1
Pennsylvania State Univ.: B.A. 1
Princeton University: A.B. 1;
M.P.A. 1
Queens College: B.A. 2
Rhode Island, University of: B.A. 1
Russell Sage College: B.A. 1
Rutgers University: B.A. 6; M.A. 1
B.S. 1; PhD 1
St. Bonaventure University: B.A. 1
St. Francis College (Brooklyn): B.A. 1
St. Francis College (Pennsylvania): B.A. 1
St. Joseph's Seminary: S.T.B. 1
St. Mary's Seminary: B.A. 1
St. Thomas Gregorian: B.A. 1
San Jose State: B.A. 1
Sioux Falls College: B.S. 1
Sophia University of Tokyo: B.S. 1
South Texas College: LL.B. 1
Southern California, Univ. of: B.A. 1
Southern Illinois Univ.: B.S. 1; M.S. 1
Stanford University: B.A. 1; M.A. 2; MBA 1
State Univ. of New York at Albany: B.A. 1
Syracuse University: B.A. 1; B.S. 1; M.P.A. 1
Temple University: B.A. 3
Texas A & M: B.A. 1
Texas Christian University: B.A. 2
Texas Technological College: B.A. 1
Texas Western College: B.S. 1
Texas, University of: B.A. 1
Theil College: B.A. 1
Tufts University: B.A. 1
Tulane University: B.B.A. 1
Tulsa, University of: B.A. 1
U.S. Naval Academy: B.S. 1
Vanderbilt University: J.D. 1
Vassar: B.A. 1
Villanova University: B.A. 1
Virginia, University of: M.Ed. 1
Wabash College: B.A. 1
Washington & Jefferson College: B.A. 1
Washington State University: B.A. 1
Washington, Univ. of: B.A. 3; B.B.A. 1; M.P. 1; PhD 1
Wellesley: B.A. 1
West Texas State University: B.S. 1
West Virginia University: B.S. 1
Western Kentucky State College: B.S. 1
Western Maryland College: B.A. 1
Western Washington State College: B.A. 1
Wilkes College: B.S. 1
Wisconsin, University of: B.A. 2; B.S. 2; M.A. 1
Xavier University: B.A. 1; B.S. 1
Yale University: B.A. 1;
Sorbonne: Certificate

SUMMARY OF DEGREES

B.A.	131
B.S.	44
B.B.A.	7
B.S.S.	1
B.S.E.	1
B. Chem. Eng.	1
S.T.B.	1
M.A.	25
M.S.	6
M.P.A.	4
M.B.A.	5
M.P.	1
M. Ed.	2
LL.B.	6
J.D.	4
Ph.D.	2

ERIC Clearinghouse
JAN 9 1969
on Adult Education